

CALIFORNIA DEPARTMENT OF MENTAL HEALTH

MENTAL HEALTH SERVICES ACT WORKFORCE EDUCATION AND TRAINING FIVE-YEAR STRATEGIC PLAN DRAFT 4-17-2006 FOR DISCUSSION ONLY

The Mental Health Services Act (Act) stipulates that California will develop a five-year education and training development plan (Five-Year Plan). This first draft is an outline of a strategic planning format that will enable the establishment of a program with dedicated funding to remedy the shortage of qualified individuals to provide public mental health services. Inserts such as this are interspersed throughout the document to provide a commentary on the parts of the Five-Year Plan. This Five-Year Plan will remain in draft form until an inclusive stakeholder process is completed for all parts of the Plan.

Fiscal Year 2005-06 through Fiscal Year 2009-10

Mental Health Services Act Workforce Education and Training Five-Year Strategic Plan

Fiscal Year 2005-06

**Arnold Schwarzenegger
Governor**

**Kimberly Belshé
Secretary, Health and Welfare Agency**

**Stephen W. Mayberg, Ph.D.
Director, California Department of Mental Health**

**California Department of Mental Health
1600 9th Street
Sacramento, California 95814**

EXECUTIVE SUMMARY

This Executive Summary will be written by the Director of the Department of Mental Health (The Department), and will summarize the Five-Year Plan, how it was developed, and how it will be implemented. The Department is responsible for the development of the Five-Year Plan, with review and approval by the California Mental Health Planning Council (Council), and oversight by the Mental Health Services Oversight and Accountability Commission (Commission). The Department will follow an inclusive stakeholder process, by which all interested individuals will be invited to participate in the development of this plan, and to comment upon all regulations, policies, practices and use of funds earmarked for education and training activities within the purview of the Act.

STEPHEN W. MAYBERG, Ph.D., Director

TABLE OF CONTENTS

The following section titles illustrate the strategic planning format that is to be followed. Stakeholders are invited to comment on this format as a means to develop a five-year education and training development plan that is stipulated in the Act, as well as the wording contained in the Mission Statement, Core Values, Vision Statement, Needs Assessment, and Goals and Objectives.

Introduction _____

Mission Statement _____

Core Values _____

Vision Statement _____

Statewide Needs Assessment _____

Goals and Objectives _____

Actions and Accomplishments _____

**FY 2005-06 Actions/
Accomplishments _____**

The above section will list the education and training activities that were planned and accomplished in fiscal year 2005/06. This will consist primarily of stakeholder participation in the development of the Five-Year Plan, and early implementation of activities consistent with the intent of the Act. The following section will list Actions for fiscal year 2006/07 that will lead to the development of a workforce capable of providing public mental health services as envisioned by the Act. These Actions and Accomplishments will be reviewed and adjusted annually, with a yearly report of each year's Actions and Accomplishments for the duration of the Five-Year Plan. Stakeholders will be invited to assist in the development of Actions once Goals and Objectives are agreed upon.

FY 2006-07 Actions _____

Resources _____

This section will depict resources allocated to the Education and Training Fund, as well as funds budgeted by each county for education and training activities. Annual updates will reflect expenditures as well as budget adjustments for succeeding years.

Appendices

Appendix A: Statewide Agreements _____

Copies of contracts, interagency agreements, and memoranda of understandings will be included here that are executed and administered by the Department that contribute to the accomplishment of objectives listed in the Five-Year Plan.

Appendix B: County Plans _____

Copies of county needs assessments and program and expenditure plans pertaining to education and training activities will be included here.

Appendix C: Stakeholder Process _____

Documentation of input by all interested individuals through meetings, forums and Departmental website calls for comment will be included here.

INTRODUCTION

In November of 2004 Californians enacted the Mental Health Services Act (Act) in order to build a better public mental health system of care. A component of the Act is to establish an education and training program with dedicated funding to remedy the shortage of qualified individuals, and to implement a five-year education and training development plan.

The California Department of Mental Health (Department), in partnership with its stakeholders, has created a five-year strategic planning process as a means to implement this component of the Act. The key elements of this Five-Year Plan are 1) the mission, core values and vision that are consistent with the intent of all components of the Act, 2) a comprehensive statewide workforce education and training needs assessment, 3) goals and objectives stipulated by the Act, 4) a continuous five year planning cycle of actions, with a yearly report of accomplishments and 5) a yearly report of resource assumptions, to include the Education and Training Fund. Finally, statewide and county agreements, programs and plans are listed and described in the appendices, with a documentation of the process of stakeholder inclusion that was undertaken in the development of the Five-Year Plan.

MISSION

The California public mental health community services and supports system, in partnership with all of its stakeholders, will develop and maintain a sufficient workforce capable of providing consumer-driven, culturally competent services that promote wellness, recovery and resiliency, and lead to evidence-based, values-driven outcomes.

CORE VALUES

The following core values encompass all activities pursuant to the Act, to include workforce education and training:

- Promote wellness, recovery and resilience.
- Increase consumer and family member involvement in policy and service development, and employment in service delivery.
- Develop a diverse, culturally sensitive and competent workforce in order to increase the availability and quality of mental health services and supports for individuals from every cultural group.
- Deliver individualized, consumer-driven services that are outcome oriented and based upon successful or promising practices.
- Outreach to underserved and unserved populations.

VISION STATEMENT

1. Leadership. The Act has provided both a mandate and an opportunity for transforming the public mental health system. Transformative change starts with the people who have the capacity and passion to excel and mentor the practices, approaches and treatments that are sensitive and responsive to consumer's needs and cultures, and produce more favorable outcomes. The Five-Year Plan needs to recognize and support those successful individuals, programs and practices.

2. Responsive. All service disciplines must be sufficiently staffed to meet California's community services and support needs at all levels of education and experience; from peer and family supports to licensed professionals.

3. Inclusion. The Five-Year Plan needs to reflect an ongoing process that positively engages all individuals who can impact the mental health system workforce. This includes a) outreaching to present and future mental health service providers, b) engaging all stakeholders in planning and decision-making, c) partnering with all education and training institutions, internship programs and potential entities capable of addressing workforce needs and d) engaging the public.

4. Fidelity. Both curricula and methods of teaching at all levels of education and training need to adhere to an agreed upon set of curricula and methods of teaching that appropriately integrate theory and practice, and are based upon the Five-Year Plan's Core Values. A consistent career pathway

should facilitate navigation from entry level through licensed professional occupations, while allowing entry into the workforce at any point.

5. Relevance. Finally, the Five-Year Plan should be a permanent means to incrementally improve the workforce, with accountability at all levels. This involves planning, resourcing, implementing and evaluating on an ongoing basis to realistically reflect both emerging program developments and fiscal constraints. It should also balance the appropriate level of education and training at the community, regional and statewide levels.

STATEWIDE NEEDS ASSESSMENT

Background. California faces a significant shortage of individuals capable of providing the public mental health services envisioned by the Act. Previous studies have pointed to high vacancy rates in certain occupational classifications, lack of diversity in the workforce, poor distribution of existing resources, and under-representation of consumers and family members in the provision of services and supports. The workforce also needs the skills to deliver services and supports that emphasize wellness, recovery and resilience, and that create positive outcomes.

The historical lack of sufficient public mental health funding has challenged county and contract agency administrators to creatively adjust their capacity to deliver services to the availability and requirements of allocated resources. In addition, the traditional emphasis on treating symptoms rather than promoting strengths has resulted in a workforce composition that meets licensing and credentialing requirements responsive to this more “medical model” approach. For the Act to fulfill its mandate to transform mental health service delivery, the composition and capabilities of the workforce that provides the services must also transform. For example, the projection of numbers of individuals in occupational categories in the next five years will likely include a transformation of the categories themselves.

The Needs Assessment of this Five-Year Plan will need to address current workforce requirements as well as include a workforce projection methodology consistent with the transformative vision of the Act. The following issues, among others, will influence the development of the needs assessment, guide the Department in constructing a model that assists in

funding education and training programs and reflect its core values in creating a transformed workforce:

- The public mental health system must be relevant and responsive to underserved and unserved populations, and be deployed to meet needs not presently reflected in current perceived vacancy rates.
- Ethnic diversity, linguistic capacity, and cultural competence of the workforce will need to keep pace with the changes in ethnic and monolingual populations.
- Changes in how services are delivered as a result of the Act may affect licensure and credentialing requirements.
- Emerging best practices consistent with the values of the Act may change regulations and policies governing the composition of the workforce, as well as related recruitment, training and education.
- Identifying occupational roles rather than focusing on specific classifications that address the mental health needs of consumers and their families will influence the current service provider-to-population ratios.
- The enrollment capacities of educational programs will need to be considered in order to plan the strategic use of education and training funding.

The dynamic nature of these variables dictates an ongoing participatory research approach to the development of the needs assessment, ensuring that the values of stakeholders are included and operationalized in the methodology used to project future workforce needs.

The Department will work with stakeholders to obtain the necessary technical assistance to develop an ongoing needs assessment process that will measure workforce need, capacity to meet the need, and provide valid data to facilitate planning both short- and long-term Actions to meet the Five-Year Plan Objectives.

Stakeholders are invited to provide input on the education and training needs of California's public mental health workforce.

GOALS AND OBJECTIVES

The purpose of the following Goals and Objectives is to provide a structure for the creation of a realistic set of actions for California's public mental health community to accomplish in order to positively influence the strength of the workforce, and thereby improve the quality of services and supports received by individuals and their families.

The Goals listed are limited in number and provide broadly defined strategic directions. The Objectives are a specific set of outcomes that have been stipulated by the Act to be included in the Five-Year Plan and are proposed to accomplish each broad Goal.

Stakeholders are asked to provide input on these proposed goals and to suggest ways to better articulate the Objectives as listed in Section 5822 (a) through (i) of the Act.

Goal #1 – Develop sufficient qualified individuals for the public mental health workforce.

Objective A: Expand the capacity of postsecondary education programs to meet the needs of identified mental health occupational shortages.

Objective B: Expand loan forgiveness and scholarship programs offered in return for a commitment to employment in California's public mental health system. Extend these programs to interns and current employees of the mental health system who want to obtain Associate of Arts, bachelor, masters and doctoral degrees.

Objective C: Create stipend programs for persons enrolled in academic institutions who want to be employed in the mental health system.

Objective D: Promote the employment of consumers and family members at all levels in the mental health system.

Goal #2 – Increase the quality and success of educating and training the public mental health workforce in the expressed values of the Act.

Objective E: Develop curricula to train and retrain staff to provide services in accordance with the expressed values of the Act.

Objective F: Promote the inclusion of cultural competency in all training and education programs.

Goal #3 – Increase the partnership and collaboration of all entities involved in public mental health workforce education and training.

Objective G: Establish regional partnerships within the mental health and educational systems in order to expand outreach to multicultural communities and increase the diversity of the mental health workforce, reduce the stigma associated with mental illness and promote the use of Web-based technologies and distance learning techniques.

Objective H: Increase the prevalence of mental health career development opportunities in high schools, adult education and regional occupational programs, such as health science and human service academies, in order to recruit students for mental health careers.

Objective I: Promote the meaningful inclusion of mental health consumers and family members and incorporate their viewpoints and experiences in all training and education programs.

Stakeholders are invited to provide recommendations on education and training Actions to be taken.

ACTIONS AND ACCOMPLISHMENTS

- 1. FY 2005-06 Actions/Accomplishments**
- 2. FY 2006/2007 Actions**

RESOURCES

APPENDICES

- 1. Appendix A: Statewide Agreements**
- 2. Appendix B: County Plans**
- 3. Appendix C: Stakeholder Process**

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